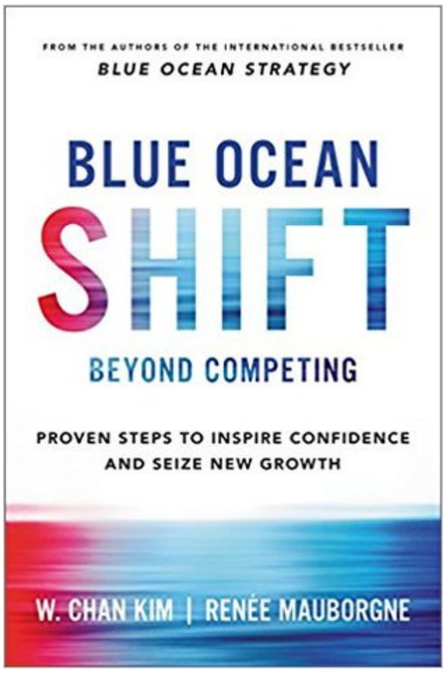

Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth

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***NEW YORK TIMES* BESTSELLER**
#1 *WALL STREET JOURNAL* BESTSELLER
***USA TODAY* BESTSELLER**

***BLUE OCEAN SHIFT* is the essential follow up to *Blue Ocean Strategy*, the classic and 3.6 million copy global bestseller by world-renowned professors W. Chan Kim and Renee Mauborgne.** Drawing on more than a decade of new work, Kim and Mauborgne show you how to move beyond competing, inspire your people's confidence, and seize new growth, guiding you step-by-step through how to take your organization from a red ocean crowded with competition to a blue ocean of uncontested market space. By combining the insights of human psychology with practical market-creating tools and real-world guidance, Kim and Mauborgne deliver the definitive guide to shift yourself, your team, or your organization to new heights of confidence, market creation, and growth. They show why *non*disruptive creation is as important as disruption in seizing new growth.

BLUE OCEAN SHIFT is packed with all-new research and examples of how leaders in diverse industries and organizations made the shift and created new markets by applying the process and tools outlined in the book. Whether you are a cash-strapped startup or a large, established company, nonprofit or national government, you will learn how to move from red to blue oceans in a way that builds your people's confidence so that they own and drive the process.

With battle-tested lessons learned from successes and failures in the field, ***BLUE OCEAN SHIFT*** is critical reading for leaders, managers, and entrepreneurs alike. You'll learn what works, what doesn't, and how to avoid the pitfalls along the way. This book will empower you to succeed as you embark on *your own* blue ocean journey. ***BLUE OCEAN SHIFT*** is indispensable for anyone committed to building a compelling future.

Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth Details

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From Reader Review Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth for online ebook

Erik Surewaard says

As an alumni student of the INSEAD MBA programme, I also had a class on blue ocean strategy given by both authors of this book. Comparing to other strategy frameworks, I was already impressed by the fundamentals and way of thinking behind the Blue Ocean strategy, as also described in their first book.

I honestly have to say that upon buying this book, I was afraid it would be a repeat of the concepts in their first book.. The truth couldn’t have been further from my original assumption.

Whereby many strategy books have the ‘issue’ of that they are highly theoretical with a few small examples. This book is however completely different. Starting from some simple basics of blue versus red ocean concept, it is not necessary to have read the blue ocean fundamentals book. Where some specific theory of blue ocean is needed, it is well described in the first chapter of the book. After that, it describes a well defined plan of different steps to take for doing a full blue ocean exercise.

Concluding, this book is in my opinion not really comparable with a normal strategy book. Instead, it is a great example of frameworks, strategy canvasses, ... etc ... A highly recommended read in my opinion... Maybe the authors analyzed what is missing in a normal stategy book. And the results is this book;)

Adele says

We’ve all heard the old trope, “If you build a better mousetrap, the world will beat a path to your door,” but how many of us have thought about how to actually do this in our own industries? Our third book in the Thought Readers book club presented by Lisa Larter takes the “what” from the 2005 best seller, Blue Ocean Strategy, and provides the “how” with the 2017 release of Blue Ocean Shift.

So, WHAT is a “blue ocean” anyway?
In 2005 W. Chan Kim and Renee Mauborgne wrote the international best-seller Blue Ocean Strategy which outlined a new way of thinking about creating new markets bursting with opportunity. It described what Kim has called “a market universe” of red and blue oceans and detailed the theory behind their similarities, differences, and patterns. It was clear that huge success awaited those that could find a way into a blue ocean market.

Simply put, a red ocean company is one that tries to snag a portion of an existing market. That market becomes more competitive and less lucrative as more players enter the market space while serving the same demand. A blue ocean company seeks out an untapped market and creates its own demand – think of the Apple iPod for example. Who knew that you needed a device to put “1,000 songs in your pocket” or that a store (iTunes) would become ubiquitous with music sales. That was Apples’ blue ocean in 2001. All these years later, they have no serious competition in that space. Though many have tried no one has really overtaken their hold on that market.

The thing about Kim and Mauborgne’s first book is that people wanted more – they wanted to know how to create their own blue ocean, so fast forward to 2017 and…

…Blue Ocean Shift tells you HOW to translate the blue ocean strategy theory into action.

This book is bursting at the seams with information and loaded with road-tested examples, which is good because it's also written in a rather dry, academic style. It can be a tough read. Often ten words are used when only three are needed. New jargon is created when existing, commonly understood, phrases would work just as well. That said, if you can persevere through the book, there are valuable lessons to be learned from the blue ocean projects that are profiled. The authors also provide a tremendous amount of support outside of the book in the form of tools available for download
from their website to help you run your own blue ocean project.

So, how do we make a blue ocean shift?
Well, if I give it all away you won't need to read the book! Seriously though, the key points of this book are:
- expanding your thinking beyond simply competing.
- growth through non-disruptive creation (innovation does not require destruction/disruption).
- a five-step process to shift any organization (not just entrepreneurs) from traditional red ocean competitive markets to creating brand new blue ocean markets.
- building and using confidence to create and implement growth strategies.
- reworking environmental and industry conditions to help growth.

Between the examples provided in the book and the tools offered, it does create a potential pathway to success. I use the word "potential" because taking a cold, hard look at any industry makes it clear that there will only be so many "blue oceans" to go around. Some will be larger or smaller than others. It's good to keep that in mind because it's just not feasible that every business will find a truly viable blue ocean.

Our clients at AIRO (Annapolis Investments in Rural Opportunity) are all located in rural Nova Scotia and they are the reason I am writing these book reviews. I'm paying forward the incredible learning I'm getting from Thought Readers by reading all of these books with our clients' businesses (and our own) in mind. Making a blue ocean shift is a whole new way of thinking, and while the book does not give great examples of it as a scalable concept, I think that is possible for our clients operating small businesses to take action. They'll need to be creative about finding the pain points of their customers and their industry. Solving them is not only good business but can possibly lead them to their own version of a blue ocean.

For example, tourists have some unique pain points when it comes to planning vacation activities in our area. One of our clients, ExperienceAnnapolis.ca, has created a great way to solve that pain point for tourists and, it turns out, for locals too. They've created an experiential tourism marketplace for local independent providers to promote themselves and their services in an extremely professional and accessible way that allows folks to book and pay for their services online. The website includes everything from canoeing lessons to night sky tours and they are adding more experiences all the time. Nothing like this existed in our area prior to their launch – that's a blue ocean market on a rural economic development scale. They did this without the benefit of this book; instead, it was done because they were instinctively looking for a new way to tap into a growing market. The potential to either grow as a company and expand into other regions or to be sold as a turn-key solution for other areas is tremendously high. Perhaps this book can provide them some insight into how to take their initial concept that much further.

My takeaways summed up.
This book gave a lot of food for thought but it was a slog to read so I stuck to my very high-level takeaways…

The barriers to innovation and change in most organizations are ones we create ourselves – this book will help you address those whether you tap into a blue ocean or not.

Don't let the academic writing style or jargon intimidate you – this book is a mix of teaching you both what and how to think, so translate it to your personal situation whether you're a solopreneur or run a company of thousands.

So, bottom line, read it or don't read it?
Read it – knowledge is power – even though this would be a tough book to take action on for solopreneurs or very small businesses, the concepts it presents are absolutely worth considering…and who knows, maybe you've got an Apple-sized blue ocean just waiting for you to set sail.

Eli Holbourne says

Blue Ocean Shift was a liberating experience for me, a mind-blowing read! To think like a blue ocean strategist is to free yourself from the shackles of your industry's boundaries and best practices. The authors show you why don't need to put up with unfavorable conditions and focus so much on the competition. The book is full of brand new concepts and fascinating examples, one of my favorites is how one company created a French fry maker that makes healthy fries without frying, and to this day remains unthreatened by competitors. A must-read if you're looking for a fresh new perspective and want to expand your horizons.

Anise Pertl says

A practical play by play.

Andy says

"Blue Ocean" is a nice metaphor, but is it a method? Supposedly it is "proven," so what is the proof?
After reading this book, I'm not sure. There are a few examples given of successful endeavors, but it's not clear to me what that means. Did the authors consult with 1,000 organizations and come up with 10 positive examples? Are there examples of Blue Ocean success from organizations that didn't use their procedures or even hear of their metaphor? Are there any rigorous evaluations of this approach?
I would expect something more than anecdotes from professors who have been studying this for 30 years. Disturbingly, the Notes section of the print edition disappears after Chapter 4.

Truly says

Aturan pertama penelitian: Alami apa yang dialami pembeli.

Terdapat tiga komponen utama pergeseran samudra biru yaitu: sudut pandang samudra biru; kemanusiaan dalam proses; serta alat penciptaan pasar dengan pedoman penggunaan. Sementara kemanusiaan dalam proses pergerakan samudra biru meliputi atomisasi, pemenuan langsung, serta proses adil.

Ada tiga strategi dasar strategi penciptaan pasar guna pergeseran samudra biru adalah:
1. Menawarkan pemecahan baru bagi masalah yang sudah ada
2. Mencoba mendefinisikan kembali sebuah masalah yang sudah ada lalu menawarkan pemecahannya
3. Mengidentifikasi serta memecahkan sebuah masalah baru, atau meraih sebuah kesempatan baru.

http://trulyrudiono.blogspot.co.id/20...

Jiwa Rasa says

Terkejut bila terbaca tentang kejayaan Malaysia dengan projek NBOS nya disebut di dalam buku ini. Saya tidak perasan dan yidak menjangka yang projek NBOS itu memang diikitiraf oleh pakar Blue Ocean Strategy ini. Projek Blue Ocean antara pihak tentera dan penjara antara projek yang disebut. Bagaimana kem tentera yang tidak digunakan telah dapat dimanfaatkan buat memuatkan penjenayah ringan. Satu idea yang memang laut biru. Disebut juga tentang UTC yang merentasi kementerian dan agensi kerajaan. Sesatunya projek di dunia.

Sekurang-kurangnya, ada juga perkara tentang Malaysia yang bleh kita banggakan.

Christopher Lawson says

In BLUE OCEAN SHIFT, Professors W. Chan Kim and Renee Mauborgne continue their analysis, following up on the well-received BLUE OCEAN STRATEGY. In this sequel, the professors dive into more detail, and provide a detailed “Blue Ocean” plan. Do not expect to just breeze right through this book; it will take time to grasp the details.

The theme of this book:

“Study those who had applied our theory and methodology to their organizations to create and capture blue oceans.”

The authors remind the reader that a Blue Ocean shift “occurs only when unprecedented buyer value is created by opening up a value-cost frontier that didn’t exist before.” A firm must target one of these areas:
1.Offer a breakthrough solution for an industry’s existing problem, OR
2.Identify and solve a brand-new problem or seize a brand-new opportunity, OR
3.Redefine an industry’s existing problem and solve it.

Three Things Leading to a Shift

To do a Blue Ocean Shift, one needs to figure out exactly what factors could allow your firm to transition into the Blue Ocean. Similarly, one must identify the hurdles that might prevent it from happening. The authors boil it down to 3 things:
1.Adopting a blue ocean perspective;
2.Having practical tools for market creation;
3.Use a “humanness” approach to inspires and build confidence

One of the earliest steps is to evaluate your firm's current products or services, and figure out which ones are innovators, and which ones are not. The authors recommend making a chart showing each product as a "Pioneer," "Settler," or somewhere in between. A Pioneer is an innovator, whereas a Settler is a product living off its former glory days.

Success in a Blue Ocean market doesn't necessarily mean your firm was the first in technology. Oftentimes, the authors suggest, those firms get the bragging rights of being the first in technology, but still do poorly in the marketplace. (Think TIVO, for example.) The point is, being the technical creator is not good enough.

I found the most helpful part of the book right at the end—in Chapter 12, “Selecting Your Blue Ocean Move.” The authors take you through the details of setting up your own "Blue Ocean Fair." The idea is to build up “ambassadors” who can explain why a shift is necessary, and drive the process forward. Here’s how the fair works:
1.Start with an overview of your industry’s red ocean reality and the need to make a blue ocean shift
2.Have the team present their blue ocean strategic options
3.Ask the attendees to visit all the stations and then cast their votes
4.Probe for maximum feedback and learning
5.Decide which blue ocean option to pursue

A Blue Ocean Fair for Toilet Paper

The book details how Kimberly-Clark Brazil (KCB) ran their own fair. They wanted to do a Blue Ocean Shift for TOILET PAPER! The authors admit,

“What can you possibly do with a product as simple and basic as toilet paper? KCB was about to find out.”

So all in all, I found BLUE OCEAN SHIFT to be a useful book--but also a complicated book. It would have been helpful to have “bullet point” summaries for each chapter. Without a concise summary, it took me longer to understand the details. I think it would be helpful to actually read about the Fair first, so that you can see where the plan is going.

Advance Review Copy courtesy of the publisher.

Michael says

The book initiated some good ideas and a different way of thinking. It helped me and my colleagues think of our business venture at least a little differently. It provoked discussion. In the end though, its big-company mentality dwarfed my small corporation, and the tasks at the end got increasingly ridiculous. If one had enough bandwidth to do all the research and investigation the book suggested, then it would be unlikely that one could find himself in need of the book in the first place.

David says

I love the metaphor. But in the end, this book feels like one more “how to be awesome” business book. It’s better than many, but there are others that more adequately and effectively show what makes for health and success.

Jimmy Tu says

I was pleasantly surprise to learn how actionable this book was. I've read a ton of strategy books and they all express researching your customers, but this book goes one step further and provides a series of templates to help you ideate a plan prior to extract every minute of value from your target customer groups.

The 5 phases listed below had forms that helped you break down your information visually to helped my stakeholders and I to plan our next steps. I found the Buyer Utility Map to be most helpful because it focused us on our customers.

5 Phases, each with forms to help you visualize.
1) Get Started
2) Understand Where You Are Now
3) Imagine Where You Could Be
4) Find How You Get There
5) Make Your Move

Bartosz Majewski says

Ale? to jest dobra ksi??ka. Sequel do najlepszej ksi??ki nt. strategii w biznesie (Blue Ocean Strategy) w XX wieku. Je?li zastanawiacie si?:

Jak poszerzy? rynek do którego oferujecie produkty?
Jak przeprowadza? zespó? przez zmian? paradygmatu na którym opiera si? wasz biznes?
Jak przesta? konkurowa? i zacz?? wzrasta? szybciej i rentowniej?

To to jest ksi??ka dla was. W oparciu o zbli?ony proces przebiega?a refleksja o uruchomieniu Casbega, ze znakomitym skutkiem.

Bardzo polecam.

Edward says

As a business book, I would recommend this title for organisations looking to shift their business out of a rut where they may not be performing as they would like to. It's more a workbook, so you'll need a physical/digital copy, plus the bonus materials it mentions, to get the full benefit of it.

I listened to the audio book and would not recommend this as you can't pull over and make lists of things, or remember all the things you should be doing when you have your next Blue Ocean Shift team meeting. Also, the narrator is a little slow in his pacing and I found his regional accent hard to work with. My 3* is for the audio version, but I would give 4* or even 5* for the physical book after I could implement the advice.

Peter says

Personal comments/notes, not a review:

Initial impression after the first ~50 pages was that the authors are just cashing in the popularity of their first book. After that the book started to be a bit better, but in the end it was not anything that special. Basically they just use the term Blue Ocean for innovation, whether it's innovating with a business model, product features or so. Or perhaps it's a term they use to build innovations in a way that brings new value to customers considering all these aspects. However I could not help but feel it's a bit overrated as a term.

They books started of with an introduction to basic terms and concepts. To start things of, you forget benchmarking as that focuses on the industry's set ways of doing things. Instead you focus on what actually brings value to the customer (ideally new, current noncustomers), ideally doing it in a way nobody else does. They call is creating new markets, instead of competing in existing ones. Related to this, they also discuss the concepts of disruptive and nondisruptive innovation. The process is: 1. getting started 2. current situation 3. goal 4. how to reach the goal 5. implemtation.

1. Getting started
Here you choose what to focus on. Pioneer-settler-migrator map for the current business, from the buyers'/customers' point of view (what actually brings value in the product or service). From there you analyse the current situation, and evaluate what businesses are suitable targets to start with. A good balance between pioneers, settlers and migrators is important. You also create a team with people from different apartments and with different mindsets.

2. Current situation.
Building strategy canvas (as-is canvas), where you see where the competition is currently focused on. Important to bring in several opinions, and have 5 to 12 factors (be ready to combine similar ones). Basically you atomize the industry focus into factors (again, from customers pov), and map how you and 1-4 of your competitors place on it, and compare. Are they similar or different? Remeber that key factor does not mean buyers value it, but currently companies compete on that nevertheless. Factors are e.g. price, support, location, help in purchase etc.

3. Where you could be
You map out the problems/frustrations/hidden pain points that the customers have. 6x6 map with the purchasing chain and then the 6 factors (e.g. risk, convenience). There you map whether there are blocks and where it is currently competed on. Usually it is currently focused on just a few, whereas there might be several blocks to buyer utility. You compare this to the as-is canvas, should it be changed? Again, customer POV. You also map out who are the noncustomers. There are 3 different tiers, those who use but might change, those who would need but do not use, and those who could utilize but are not thought of. Who are in the different categories and what do they currently use? Link to utility map.

4. How to get there?
Firstly move away from the market boundaries with the 6 steps framework. Use this to analyze current limitations and potential ideas by comparing across a larger set of companies (industry, strategic group, buyer group, product scope, appeal, time). Similar to job-to-be-done. Also consider the movements, e.g. from 1 strategic group to another, not just the groups itself.
Industry: how do other industries solve the problem
Strategic group: what causes move from 1 to another
Buyer group: who is the focus? why do they buy?
Scope: Additional services? niche? service design
Appeal: Functiona - emotional scale
Time: new trends, adapting

At this point you create alternative blue ocean scenarios. Use ERRC framework to define what should be elimated, reduced, raised, and created. Do not forget the business case & logic.

5. Make your move.
You have 5-6 ideas, choose the best one(s) and do rapid testing in a small scale. Authors encourage target-pricing, set the value and cost and determine how to get there.

Daniel says

This is a follow up to the best selling Blue Ocean Strategy. This time, the professors from INSEAD are back and they are going to coach you for the price of this book. They broke down the process to achieve Blue Ocean nirvana into steps:

1. Choose an area that has stopped growing

2. Choose a team including at least the heads of all the departments (including backend ones like HR)

3. Go to the ground and experience the product or service in question as a user, to find out the ‘pain points’

4. Put this into a Strategy Canvas, including industry standards

5. Use a buyer utility map to see how you can do better than the industry standard

6. Identify the non-customers

7. Find out the competition: alternatives the non-customers use

8. Now think of improving your product to appeal to those people

9. Present to management and potential customers

10. Create the product

11. Voilà! You have a Blue Ocean Product/Service $$$

I am sure the professors are in high demand, being employed by the Malaysian government and other big companies. However, this book is not a scientific book. It shows only the success stories and does not evaluate whether this strategy is scientifically better than other strategy or usual practice. This this remains one of those ‘how to be successful’ books that shows lots of bias towards admiring the ‘winners’ too much.

Nonetheless this book deserves 5 stars because: 1. A lot of companies will be doing this; 2. It does give a systematic way for companies to innovate, which is really really trough especially if you want it to be a success.